

UNIMAS Transformation Action Plan

OUR VISION

To become an exemplary university of internationally acknowledged stature and a scholarly institution of choice for both students and academics through the pursuit of excellence in teaching, research and scholarship.

OUR MISSION

To generate, disseminate and apply knowledge strategically and innovatively to enhance the quality of the nation's culture and prosperity of its people.

This document describes Universiti Malaysia Sarawak's Transformation Action Plan, following the guidelines given by the Ministry of Higher Education "University Transformation Action Plan - Template Guide (December 2015)". In this document, Part A - D are given, and as highlighted in the template guide, progress updates for Part E as well as Part A - D will be provided and submitted in January each year. Any further enquiry regarding this document should be addressed to the Director of Strategic Planning and Quality Management Centre, Universiti Malaysia Sarawak.

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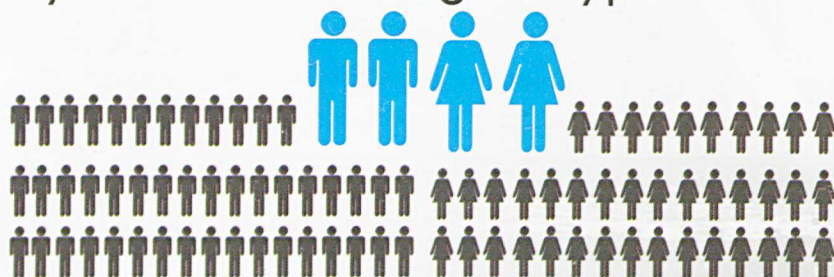
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PART A: Overview of University's Key Statistics

as of 31st December 2015

NUMBER OF STUDENTS ENROLLED by Course and Degree type



✓ UNDERGRADUATES
14,218

✓ PRE-UNIVERSITY (2015/2016)
919

✓ POSTGRADUATE (PhD by Research)
506

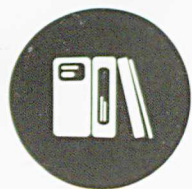
✓ INTERNATIONAL (Undergraduate)
220

✓ POSTGRADUATE (PhD by Coursework)
27

✓ INTERNATIONAL (Postgraduate)
241

✓ POSTGRADUATE (MSc by Research)
831

✓ POSTGRADUATE (MSc by Coursework)
738



NUMBER OF PUBLICATIONS
based on MyRA definition

302

Journals & Publications
listed in ISI/SCOPUS

NUMBER OF CITATIONS
based on MyRA definition

10,023



805

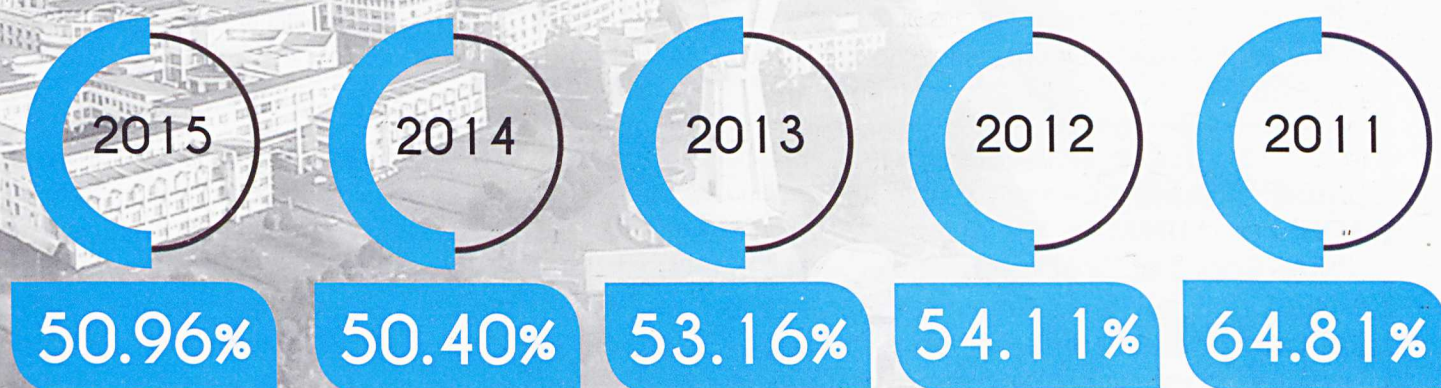
ACADEMIC staff

1 465

NON-ACADEMIC staff



GRADUATE EMPLOYMENT RATE (GoE) for the past 5 years



AMOUNT OF SELF-GENERATED INCOME since beginning of the year 2015

RM53,579,242.00

Figure 1: Overview of University's Key Statistics

PART B: Action Plans for Transformation against MEB (HE) Shifts

Mapping KPIs and KIPs Following MEB (HE) Shifts

The presented Key Performance Indicators (KPIs) and Key Intangible Performance Indicators (KIPs) are derived from UNIMAS Strategic Plan 2016-2020, a 5-year path for the university to attain a set of aspirations, which are aligned with the Malaysian Education Blueprint 2015 – 2025 (Higher Education). Table 1 provides a mapping for selected UNIMAS Strategic (KPIs) and (KIPs) as well as 2016 targets with the relevant shifts in the Malaysian Education Blueprint 2015 – 2025 (Higher Education).

UNIMAS Strategic Plan 2016-2020 was endorsed by the University Board of Directors on 15th September 2015. "UNIMAS Strategic Engagement Retreat with Board of Directors" workshop was organized from 19th to 22nd January 2016 to further deliberate on the commitments and strategic actions plans that involved all relevant business entities (faculties, institutes, centers, divisions, units) to achieve the targeted KPIs and KIPs, and ultimately, to realize the aspirations for transformation for the next 5 years. On the 22nd January 2016, KPIs UNIMAS for 2016 were endorsed by the University's Board of Directors. UNIMAS Strategic Plan 2016-2020 was officially launched on the 3rd February 2016, in conjunction with the annual Vice Chancellor's Address. The details about UNIMAS Strategic Plan 2016-2020 is available in Appendix 1.

In addition, Table 1 also integrates Headline KPIs and targets, following with what was agreed in the Memorandum of Agreement (MoA) between the Ministry of Higher Education (MOHE) and UNIMAS. The summary of the Headline KPIs as agreed and was approved by UNIMAS Board of Directors is as follows: (1) HEADLINE KPI 1- Graduate Employability (66%); (2) HEADLINE KPI 2 - International Students [Total international students enrolment - 550; total postgraduate international students – 300]; (3) HEADLINE KPI 3 – Research Output [Total number of publications per lecturer in indexed journals (0.6 per lecturer); Total number of publications per lecturer in indexed journals & indexed proceedings (0.7 per lecturer); Total number of cumulative citations per lecturer (7.0 per lecturer)];(4) HEADLINE KPI 4 - Self-generated income as % of total OPEX (16%); HEADLINE KPI 5 - Productivity & Cost efficiency [Student Attrition Rate – will be announced by MOHE; % Graduation on Time - Undergraduate (78%), Masters (50% and PhD (56%)).

MEB (HE) Shifts	KPIs and KIPs	2016 Targets
Shift#1 (Holistic, entrepreneurial and balanced graduates)	<ul style="list-style-type: none"> % of graduates employed as of convocation Student attrition rate Graduate on-time rate (GoT) <ul style="list-style-type: none"> Undergraduate Masters PhD 	66% TBA By MOHE 78% 50% 56%
Shift#2 (Talent excellence)	<ul style="list-style-type: none"> Total number of publications per lecturer in indexed journals Total number of citations per lecturer 	0.6 7.0
Shift#3 (Nation of lifelong learners)	<ul style="list-style-type: none"> Number of Lifelong Learning (LLL) programmes offered to general public 	42
Shift#5 (Financial Sustainability)	<ul style="list-style-type: none"> Self-generated income as % of total operating expenditure Areas of cost savings realized including RM per area 	16% 5% from annual Operating Expenditure
Shift#6 (Empowered Governance)	<ul style="list-style-type: none"> Board Effectiveness Assessment (BEA) and improvement plan Strategic engagement events with Boards of Directors Knowledge sharing and best practices sessions with Boards of Directors Workshops for strengthening and reviewing university governance model and accountability at each level of business entities 	Initial draft produced in March 2016 2 3 2
Shift#7 (Innovation Ecosystem)	<ul style="list-style-type: none"> Number of commercialize and license research projects to industries Number of Intellectual Property Rights filed and registered 	12 28
Shift#8 (Global Prominence)	<ul style="list-style-type: none"> Number of international students enrolled Number of postgraduate international students 	550 300
Shift#9 (Globalised Online Learning)	<ul style="list-style-type: none"> Number of new MOOCs Percentage of courses in blended learning mode in UNIMAS 	3 40%

Table 1: Mapping UNIMAS KPIs, KIPs and 2016 Targets with MEB (HE) Shifts



PART B: Action Plans for Transformation against MEB (HE) Shifts
High-Level 5-Year Plan for Each Shift

In the context of UNIMAS, all relevant shifts are embedded within UNIMAS Strategic Plan 2016-2020. In the strategic plan, four (4) strategic foci, thirteen (13) commitments and twenty four (24) strategic initiatives have been formulated to realize UNIMAS's aspirations for transformation, following the agenda of Malaysia Education Blueprint 2015 – 2025 (Higher Education). Figure 2 depicts UNIMAS Strategy Map 2016-2020 that has been aligned with Malaysia Education Blueprint 2015 – 2025 (Higher Education). The details about UNIMAS Strategic Plan 2016-2020 can be obtained in Appendix 1 and 2.



Figure 2: UNIMAS Strategic Plan 2016-2020



The following provides in-depth explanation of the description of aspirations, as well as the commitments and strategic initiatives to attain the desired transformation.

Figures 3, 4, 5 and 6 illustrate strategic foci, commitments and strategic initiatives as outlined in UNIMAS Strategic Plan 2016-2020.

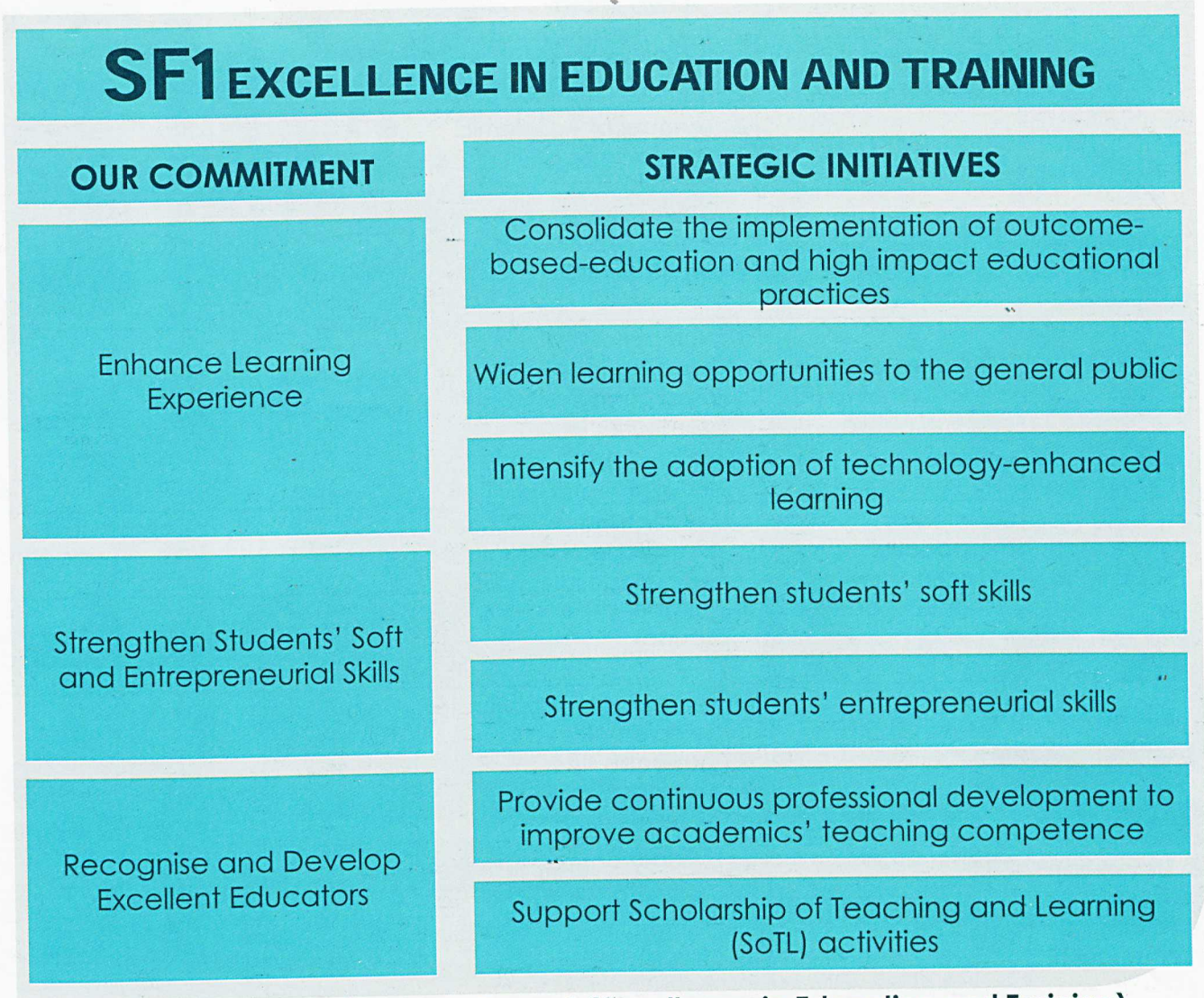


Figure 3: UNIMAS Strategic Focus 1 (Excellence in Education and Training)

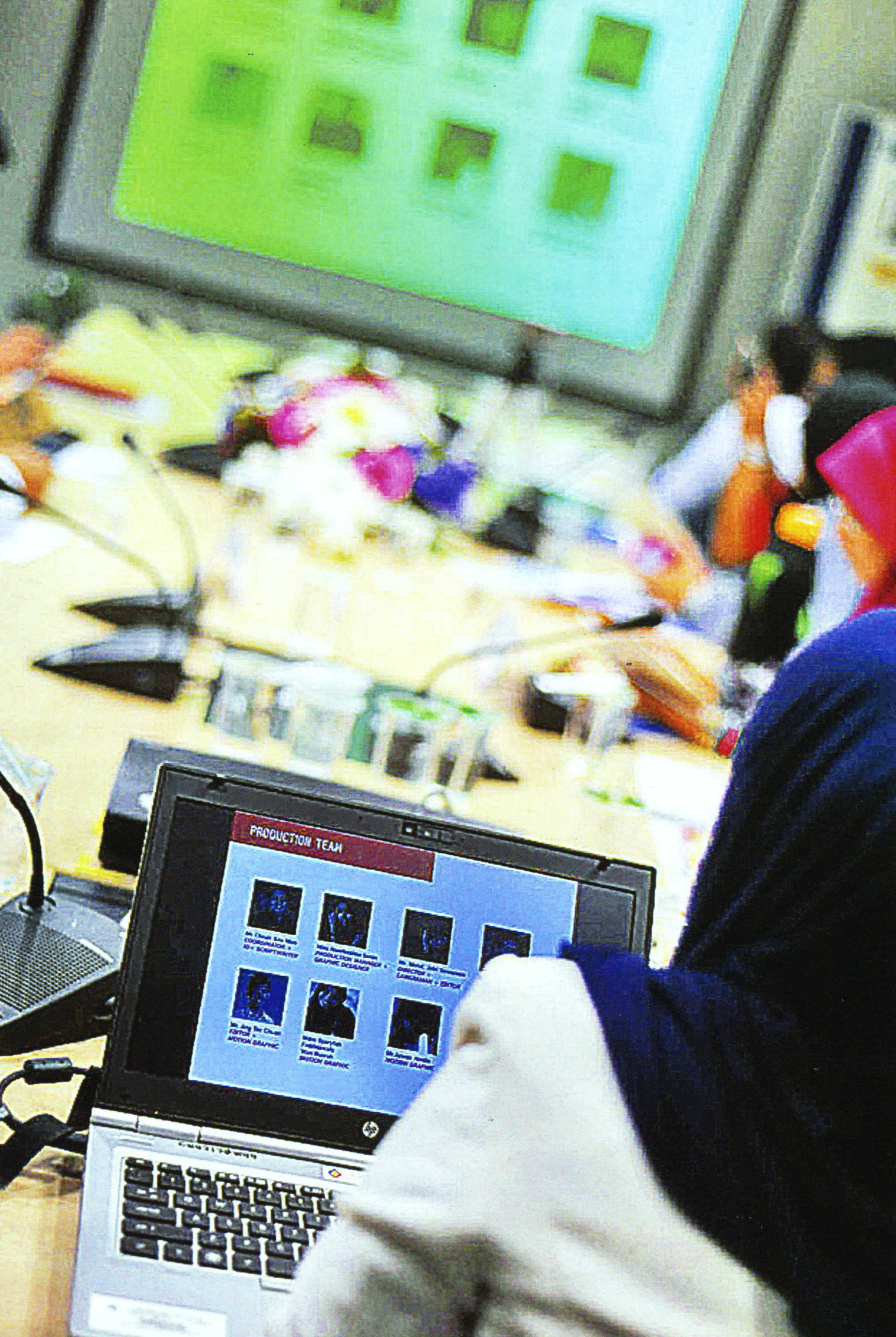
Aligned with the vision of the university to pursue excellence in teaching, achieving excellence in education and training is put forward as one of the strategic focuses of the university. The aim is to foster outstanding learning communities through quality and relevant education and training programmes. Education in this context refers to the process of acquiring knowledge, skills and values through the various academic programmes that are offered by the university. Training refers to “an array of continuing education programmes, short courses, and certificates for career advancement and professional and skill development as well as personal growth to meet local, regional and global demands”. The strategic focus “Excellence in Education and Training” responds directly to Shift 1 (Holistic, Entrepreneurial and Balanced Graduates), Shift 2 (Talent Excellence) and Shift 9 (Globalised Online Learning) of Malaysia Education Blueprint 2015 – 2025 (Higher Education).

Table 2 presents the strategic initiatives and KPI targets for all the commitments for Strategic Focus 1 – Excellence in Education and Training. The KPI targets have been set for two years, 2016 – 2017. From 2018-2020, the KPIs and the targets will be adjusted accordingly, based on the outcomes from the annual strategic plan review.

Commitment	Strategic Initiatives	Key Performance Indicator	Target 2016	Target 2017	2018-2020
C1: Enhance Learning Experience	S1: Consolidate the implementation of outcome-based education (OBE) and high-impact educational practices (HIEPs)	1. Number of Academic Programmes implementing Continual Quality Improvement (CQI) based on CLO achievements	37 (70%)	42 (80%)	To be updated
		2. Number of Academic Programmes implementing Service Learning/Community-based Learning AND four (4) other HIEPs	37 (70%)	42 (80%)	To be updated
	S2: Widen learning opportunities to the general public	3. Number of Lifelong Learning (LLL) programmes offered to general public	42	63	To be updated
	S3: Intensify the adoption of technology-enhanced learning	4. Percentage of courses in blended learning mode	40%	50%	To be updated
		5. Number of new MOOC courses	3	3	To be updated
C2: Strengthen Students' Soft Skills and Entrepreneurial Skills	S4: Strengthen students' soft skills	6. Percentage of graduates being employed six months after convocation	66%	70%	To be updated
	S5: Strengthen students' entrepreneurial skills	7. Number of graduates venturing into business upon graduation	40	50	To be updated
		8. Number of undergraduates involve in entrepreneurship enculturation activity as an addition to their curriculum	3000	3000	To be updated
C3: Recognise and Develop Excellent Educators	S6: Provide Continuous Professional Development (CPD) to enhance academics' teaching competence	9. Number of CPD programmes held	50	55	To be updated
		10. Number of participants for CPD programmes held	1500	1650	To be updated
	S7: Support Scholarship of Teaching and Learning (SoTL) activities	11. Amount of allocation for SoTL projects	RM100,000	RM150,000	To be updated

Table 2: Strategic Focus #1 – Excellence in Education and Training





PRODUCTION TEAM



Mr. Chuan Kuo Yuen
EXECUTIVE PRODUCER &
SCRIPTWRITER



Miss Annette Ho
PRODUCTION MANAGER &
GRAPHIC DESIGNER



Mr. Maik Jui Sze
DIRECTOR OF PHOTOGRAPHY &
EDITOR



Mr. Andy Lee
EDITOR &
MOTION GRAPHIC



Miss Yanyan
PRODUCTION MANAGER &
MOTION GRAPHIC



Mr. James Ho
MOTION GRAPHIC



Figure 4: UNIMAS Strategic Focus 2 (Excellence in Innovation Ecosystem)

Research is key in the pursuit of knowledge. UNIMAS aspires to be internationally acknowledged as a scholarly institution which pursues research excellence through innovation. The second Strategic Focus - Excellence in Innovation Ecosystem, responds directly to aspirations outlined in the Malaysia Education Blueprint 2015 – 2025 (Higher Education) for Shift 7 (Innovation Ecosystem). Embracing the goal of the Malaysian Government for sustainable transformation in higher education sector, the university envisions its innovation ecosystem which is impactful and outcome oriented, flexible and supportive, as well as dynamic and responsive, to address and provide innovative solutions to meet the societal and the national needs. The second strategic focus is on achieving research excellence in three niche areas of the university, which are: Sustainable Community Transformation; Biodiversity and Environmental Conservation; as well as Information, Communication and Creative Technology. The research community in UNIMAS is committed to implement four strategic agendas that can reflect on the principles of 4As (appropriate, accessible, affordable and available) in the R&D and innovation activities that will provide solutions to relevant issues and can maximize impacts and benefits to the community and the nation.

Commitment	Strategic Initiatives	Key Performance Indicator	Target 2016	Target 2017	2018-2020
C4: Develop Innovative Programmes through Industry/Community Engagement	S8: Intensify efforts for high impact innovation potentials for university-industry engagement and knowledge transfer program	1. Total amount of funding through partnership/ collaboration with industry/community players.	RM10 million (RM 700,000)	*Accumulated from previous years (RM 750,000)	To be updated.
		2. Number of outreach program that addresses intellectual and societal issues.	22	17	To be updated.
C5: Elevate the Impact and Quality of Research	S9: Strengthen the capacity to conduct high-impact priority research	3. Total number of publications in high impact and index journal	472	516	To be updated.
		4. Publication impact through total number of citations	2611	2709	To be updated.
	S10: Increase the number of principal investigators	5. Total number of Research Principal Investigator	367	425	To be updated.
	S11: Increase research publications in high impact and indexed journals	6. Total number of publications in indexed journals and proceedings	496	571	To be updated.
C6: Strengthen Commercialization	S12: Increase efforts to commercialize research products or services	7. Number of commercialize and license research projects to industries	12	19	To be updated.
		8. Number of Intellectual Property Rights filed and registered	28	37	To be updated.
C7: Strengthen and Sustain Collaborative Research Culture	S13: Encourage cross-discipline research groups / clusters relevant to niche areas	9. Number of research collaboration with other universities and industries	54	71	To be updated.
		10. Number of "mentor & apprentice" formed at F/C/I	77	112	To be updated.
	S14: Strengthen research facilities and encourage sharing of resources	11. Number of involvement young researcher in research clinic and workshops	74	76	To be updated.
		12. Number of researchers applying for IPR protections	34	42	To be updated.
		13. Total number of laboratories accredited	3	4	To be updated.

Table 3: Strategic Focus #2 – Excellence in Innovation Ecosystem







Figure 5: UNIMAS Strategic Focus 3 (Global Visibility and Prominence)

Higher education is a marketable commodity. Every university in the world wants to become the superior choice for students and staff. It is imperative for universities today to focus on branding and strength of relationships with various agencies throughout the world. Branding for university is crucial to establish, build and influence choices for learning. In the age where ranking of universities become increasingly referred to by prospective students and parents, branding plays a powerful role particularly in recruiting students and staff alike. Studies, in the area of marketing and branding of higher education sector, have pointed out how foreign students are attracted through the use of strategic marketing and branding campaigns. Enrolment of foreign students is viewed as a measure how globally acceptable a university is, and in Malaysia, public universities are encouraged to open access to foreign students to its conventionally local enrolment. The third strategic focus “Global Visibility and Prominence” is aligned with aspirations outlined in the Malaysia Education Blueprint 2015 – 2025 (Higher Education) for Shift 8 (Global Prominence).

Commitment	Strategic Initiatives	Key Performance Indicator	Target 2016	Target 2017	2018-2020
C8: Enhance Global Branding	S15: Enhance outreach of university branding	1. Presence via digital and web-based media – Web survey on target audience (interaction rate)	50%	To be updated	To be updated
	S16: Intensify scope and breadth of marketing campaigns	2. Content to strengthen relationship with stakeholders – Web survey on target audience (engagement rate)	30%	To be updated	To be updated
		3. Presence through participation in local and international expos and forums – Web survey on target audience (participation rate)	20%	To be updated	To be updated
C9: Strengthen Strategic Partnerships	S17: Increase formalisation of collaborations between agencies locally and internationally	4. The number of MOU	50	50	To be updated
		5. The number of MOA	15	15	To be updated
		6. The number of MOA with industry	25	30	To be updated
C10: Increase Enrolment of Graduate and International Students	S18: Intensify recruitment of graduate students	7. The number of graduate students	2500	3000	To be updated
	S19: Intensify recruitment of international students	8. The number of international students	550	To be updated	To be updated

Table 4: Strategic Focus 3 – Global Visibility and Prominence





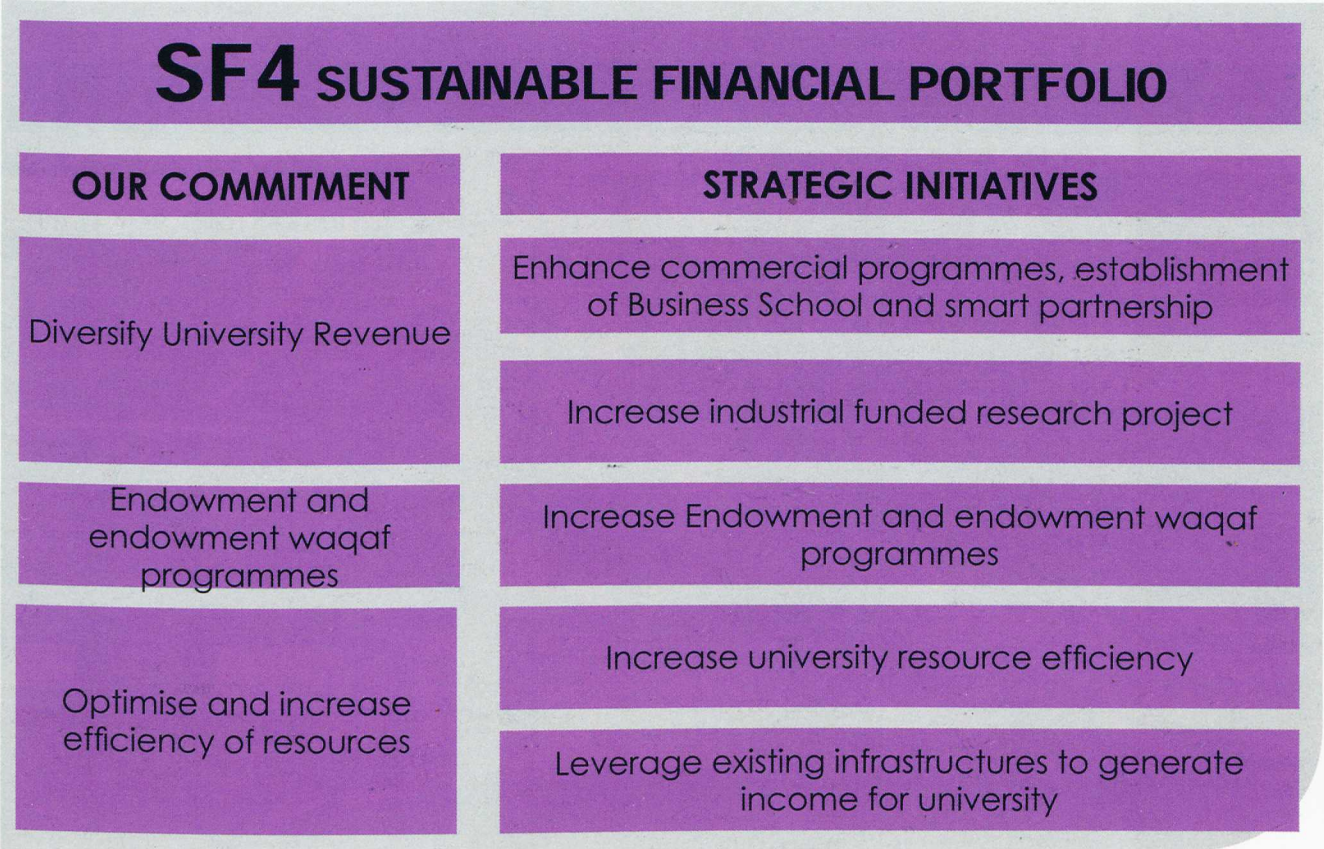


Figure 6: UNIMAS Strategic Focus 4 (Sustainable Financial Portfolio)

The higher education institutions in Malaysia are currently facing major challenges with regard to obtaining and sustaining financial resources to support and expand their operational and strategic activities. In this context, institutions such as university must develop sustainable financial model, and maintain reasonable diversified income structure to ensure it can effectively and continually support and expand future strategic and operational activities without the risk of neglecting quality of products and service delivery as well as to be able to meet and satisfy stakeholders' demand and expectation. For Malaysian public universities, including UNIMAS, the aspirations of the Malaysia Education Blueprint 2015 – 2025 (Higher Education) for Shift 5 (Financial Sustainability) envision the universities to be competitive, and committed towards financial sustainability. The fourth UNIMAS strategic focus "Sustainable Financial Portfolio" outlines three commitments of the university to develop, implement and commit towards a financial sustainability for the university to function effectively and competitively in the education sector.

Commitment	Strategic Initiatives	Key Performance Indicator	2016-2017	2018-2019	2020
C11: Diversify University Revenue	S20: Enhance commercial programmes, establishment of Business School and smart partnership	1. Commercial programmes revenues (attain growth of 7%-10% yearly income)	RM3.02 mil	RM3.65 mil	RM4.41 mil
	S21: Increase industrial funded research project	2. Reduction of 20% yearly allocation on self-funded research	RM 432,000	RM 276,480	RM 191,220
C12: Endowment and endowment waqaf programmes	S22: Increase Endowment and endowment waqaf programmes	3. Endowment (Chair Fund)	1 chair	1 chair	1 chair
		4. Endowment waqaf contribution with a minimum of RM1 mil per year of contribution	RM 1.0 mil	RM 1.0 mil	RM 1.0 mil
C13: Optimise and increase efficiency of resources	S23: Increase university operational efficiency	5. Cost saving of 5% yearly from operating budget	5%	5%	5%
	S24: Leverage existing infrastructures to generate income for university	6. Rental of existing facilities (growth of 10% yearly revenue)	RM1.45 mil	RM1.75 mil	RM2.11 mil
		7. Privatization of student college - Kolej Dahlia (Growth of RM200,000 in 2 yrs)	RM1.0 mil	RM1.2 mil	RM1.4 mil
		8. Privatization of existing 8 colleges	8	8	8
		9. Occupied at the rate of 100% by 2020	RM8.5 mil (88%)	RM9.7 mil (98%)	RM10 mil (100%)
		10. 10% from conversion of the undeveloped land to commercial	5%	7%	10%
		11. Diversify usage of building to commercial education centre/hub, with 100% occupied by 2020	6 floors (level 4 – 9)	Fully occupied	Fully occupied

Table 5: Strategic Focus #4 – Sustainable Financial Portfolio



Key Initiatives for the next 12- months towards MEB (HE) Shift

MEB (HE) Shift	Key Initiatives	Owner/Lead	Output target (state target where possible)
Shift 1	<ul style="list-style-type: none"> Strengthen the academic curriculum and enhance student learning experience 	Academic Development & Management Division All Faculties	SF1 – C1 (S1 & S2) Attain all the 2016 targets
	<ul style="list-style-type: none"> Coordinate action plans for awareness and engagement, assistance and monitoring & feedback to strengthen the curriculum and assure the academic quality at par with the global standard (OBE & CQI) 	Academic Development & Management Division All Faculties	SF1 – C1 (S1 & S2) Attain all the 2016 targets
	<ul style="list-style-type: none"> Increase student ancillary activities focusing on development of Generic Student Attributes, i.e., soft skills 	Centre of Student Development All Faculties	SF1 – C2 (S4 & S5) (2016 GE – 66%)
	<ul style="list-style-type: none"> Organize Career Talks, Career Exhibitions and Coordinate Internship programmes leading to direct employment, as well as other activities such as programme finishing school & knowledge sharing 	Centre of Student Development	SF1 – C2 (S4 & S5) (2016 GE – 66%) 2016 Key Highlights: ICE 2015, BioTech, Skim Latihan 1 Malaysia
	<ul style="list-style-type: none"> Establish strong support and coordinated efforts between the faculty and the relevant centres related to career advising, entrepreneurial and soft skill developments among students 	Centre of Student Development Centre of Entrepreneurship Development All Faculties	SF1 – C2 (S4 & S5) (2016 GE – 66%)
	<ul style="list-style-type: none"> Strengthen the roles and activities organized by the Centre of Entrepreneurship Development 	Centre of Entrepreneurship Development	SF1 – C2 (S5)
	<ul style="list-style-type: none"> Implement e-CLASS (Curriculum, Learning, and Assessment Support System) to reflect a more comprehensive focus for academic program development 	Academic Development & Management Division All Faculties	On-going
	<ul style="list-style-type: none"> Increase UNIMAS (Academia) – Industry Collaboration on Teaching and Learning 	All Faculties UNIMAS ENGAGE	MOU & MOA with industries to help for 2016 GE – 66%

MEB (HE) Shift	Key Initiatives	Owner/Lead	Output target (state target where possible)
Shift 2	<ul style="list-style-type: none"> Formulate UNIMAS HR Blueprint to support and drive the agenda towards attaining Talent Excellence (Main Scopes: Attract and recruit talents; develop talents; retain talents; and manage risks in HR) 	Registrar's Office	Establish career tracks as what requires for Shift 2; Strengthen the promotional and performance evaluations
	<ul style="list-style-type: none"> Recognition/Incentives Awarded to Exemplary Research in Teaching and Learning & Educators making Innovation Impact in Teaching and Learning 	Centre of Applied Learning & Multimedia All Faculties	SF1 – C3 (S6 & S7) Attain all the 2016 targets
	<ul style="list-style-type: none"> Increase in Training Fund and support for Best Practices/Innovation in Teaching & Learning Workshop/ Seminar 	Centre of Applied Learning & Multimedia Faculty (CALM)	SF1 – C3 (S6)
	<ul style="list-style-type: none"> Allocation of University Research Grant Funding allocated for SoTL 	TNC P&I / TNC A&A CALM All Faculties	SF1 – C3 (S7)
	<ul style="list-style-type: none"> Coordinated efforts to organize various workshops and R&D clinics to elevate the quality of researchers and innovators 	RIMC All Faculties All Institutes	SF2 – C5 (S9,S10&S11) Attain all the 2016 targets
	<ul style="list-style-type: none"> Promote Staff Mobility Program & Sabbatical & Research Attachment 	TNC P&I / TNC A&A Registrar, All Faculties, and Institutes, Centres	SF2 – C5 (S9,S10&S11)
	<ul style="list-style-type: none"> CEO Faculty Programme 	TNC A&A All Faculties	The number of participants in the programme
Shift 3	<ul style="list-style-type: none"> Promote academics' involvements in lifelong learning programmes by exposing them to the needs and expectations of the public (e.g. turning an educator into an effective trainer) 	Academic Development & Management Division All Faculties	SF1 – C1 (S2) On-going efforts
	<ul style="list-style-type: none"> Strengthening and empowering of UNIMAS's Lifelong Learning brand (to make it visible) 	Academic Development & Management Division All Faculties	SF1 – C1 (S2) On-going efforts
	<ul style="list-style-type: none"> Intensify efforts at the faculty level to attain 2016 target for offering marketable LLL courses to general public. 	All Faculties	SF1 – C1 (S2) On-going efforts

MEB (HE) Shift	Key Initiatives	Owner/Lead	Output target (state target where possible)
Shift 5	<ul style="list-style-type: none"> Change funding formula (performance & outcome) & coordinated efforts for effective implementation 	Bursary Office All PTJs	SF4 – Sustainable Financial Portfolio targets Implement in 2016
	<ul style="list-style-type: none"> Creation of Endowment Fund, use land and asset 	Bursary Office Relevant PTJs	SF4 – C12 (\$22) SF4 – C13 (\$24) Attain all targets
	<ul style="list-style-type: none"> Enhance revenues and Income generation (Services and Asset) 	Bursary Office Relevant PTJs & Faculty	SF4 – C11 (\$20 & \$21) Attain all targets
	<ul style="list-style-type: none"> Productivity and Cost Efficiency 	Bursary Office All PTJs	SF4 – C13 (\$24) Attain all targets
Shift 6	<ul style="list-style-type: none"> On-going efforts to strengthen the university administration, human resource, financial matters, and exercising autonomy through various programmes, workshops as well as seminars and engagement activities. 	Board of Directors Vice Chancellor University Top Management Relevant PTJs	On-going
	<ul style="list-style-type: none"> Strengthening university reputation following standards such as SETARA 	Vice Chancellor University Top Management Relevant PTJs	On-going
	<ul style="list-style-type: none"> Intensify efforts to achieve 4 star financial Accountability Index 	Bursary Office All PTJs	Target for 4 star in 2017
	<ul style="list-style-type: none"> Board Effectiveness Assessment (BEA) and improvement plan 	Vice Chancellor University Top Management Relevant PTJs	Initial draft produced in March 2016



MEB (HE) Shift	Key Initiatives	Owner/Lead	Output target (state target where possible)
Shift 7	<ul style="list-style-type: none"> Research policy (providing conducive research environment and promote high quality basic and applied research) 	RIMC All Faculties, Institute. Centre Relevant PTJs	SF2 – C4, C5, C6, C7 Attain all the 2016 targets
	<ul style="list-style-type: none"> Research planning (Infusion and enhancement of research culture; Consolidation of research management; Clear focusing on thrust and niche research areas; Enhancement of research capacity; Strengthening research collaborations, locally/internationally (start publishing and networking); Nurturing quality R&D human capital) 	RIMC All Faculties, Institute. Centre Relevant PTJs	SF2 – C4, C5, C6, C7 Attain all the 2016 targets
	<ul style="list-style-type: none"> Establish partnerships with industries for identified research products or services suitable for commercialization purposes Organize R&D Expo at Faculty & University level Establish clear guidelines and flow processes for IPR protection, strengthening the quality and verified information/documentation repository of IPR in IRIS 	RIMC All Faculties, Institute. Centre Relevant PTJs	SF2 – C4, C5, C6, C7 Attain all the 2016 targets
	<ul style="list-style-type: none"> Register participation of research products for national and international research exposition Establish venues for presentations conducted at industries and market players 	RIMC All Faculties, Institute. Centre Relevant PTJs	SF2 – C4, C5, C6, C7 Attain all the 2016 targets
	<ul style="list-style-type: none"> Organize research workshops and clinics for young researchers Conduct roadshow to F/C/I with special emphasize on IP and commercialization Facilitate accreditation of labs 	RIMC All Faculties, Institute. Centre Relevant PTJs	SF2 – C4, C5, C6, C7 Attain all the 2016 targets



MEB (HE) Shift	Key Initiatives	Owner/Lead	Output target (state target where possible)
Shift 8	<ul style="list-style-type: none"> Strengthen the impact of university branding via various channels (digital, web-based media, conventional etc) 	UNIMAS Chancellory CICTS Relevant PTjs	SF3 – C8, C9, C10 Attain all the 2016 targets
	<ul style="list-style-type: none"> Increase publicity/visibility via promotional visits/official website/ social media 		
	<ul style="list-style-type: none"> Strengthen branding with each target stakeholder market (using targeted media) to create desire and action to engage with UNIMAS 		
	<ul style="list-style-type: none"> Strengthen dissemination of information about UNIMAS resources to enable interdisciplinary referencing of expertise, for the purpose of industry-based engagements 		
	<ul style="list-style-type: none"> Intensify promotional activities to increase graduate and international students Establish various programmes such as UNIMAS Summer Programme, Global Problem-based Learning and International Study Visits and other mobility programmes Increase strategic partnerships via MOU and MOA to facilitate on the visibility of university, and attract potential students Collaboration with IPTS to obtain feeder for UNIMAS academic programmes at all levels franchise academic programmes Increase the visibility of UNIMAS outside Malaysia through efforts such as opening learning centres in Jakarta & Pontianak, Indonesia. UNIMAS academics involvement in mobility program (i.e. Sabbatical and Research Attachment) offered by international 		
Shift 9	<ul style="list-style-type: none"> Increasing number of Learning Strengthening & Enhancing UNIMAS 'e-Learning' policy Spaces to support innovation in Teaching & Learning - Wi-Fi Access at Informal Learning Spaces; Physical space affordances for SCL activities Increase Courses in Blended Learning Mode Conduct blended learning training and monitor the adoption Assist academics to produce MOOCs Establish a dedicated studio and infrastructures to support MOOCs 	Centre of Applied Learning & Multimedia All Faculties CICTS	SF1 – C3 Attain all the 2016 targets

Key Risks in Execution and Mitigation Measures Proposed

The following table presents the proposed identified key risks and mitigation measures related to the execution of UNIMAS Strategic Plan 2016-2020 that integrates MEB (HE) aspirations and agendas that will drive towards UNIMAS transformation in the next 5 years. Several views from John P. Kotter's article "Leading Change: Why Transformation Efforts Fail", published in Harvard Business Review, January 2007, pp 92-107 were adopted to critically examine the context of implementing UNIMAS Strategic Plan 2016-2020 and to attain the target shifts as outlines in the MEB (HE).

Key Risk: Resistance to change

Mitigation measures:

- Buy-in strategies have been very effective, and there is a show of positive acceptance and outcomes.

Key Risk: Lacking of transformational leaders and team support to drive performance towards transformation

Mitigation measures:

- Close monitoring and involvement by the Vice Chancellor and top management university with regard to monitoring the performance of leaders at university to drive change

Key Risk: Poor communication lead to unclear direction and poor execution

Mitigation measures:

- Several mechanisms have been developed, that integrates the use of web-based ICT to transmit information swiftly.
- Communication has been rather effective at all levels due to workable buy-in strategies

Key Risk: No quick-win strategies

Mitigation measures:

- Quick-win strategies have been identified and executed at the level of top management.

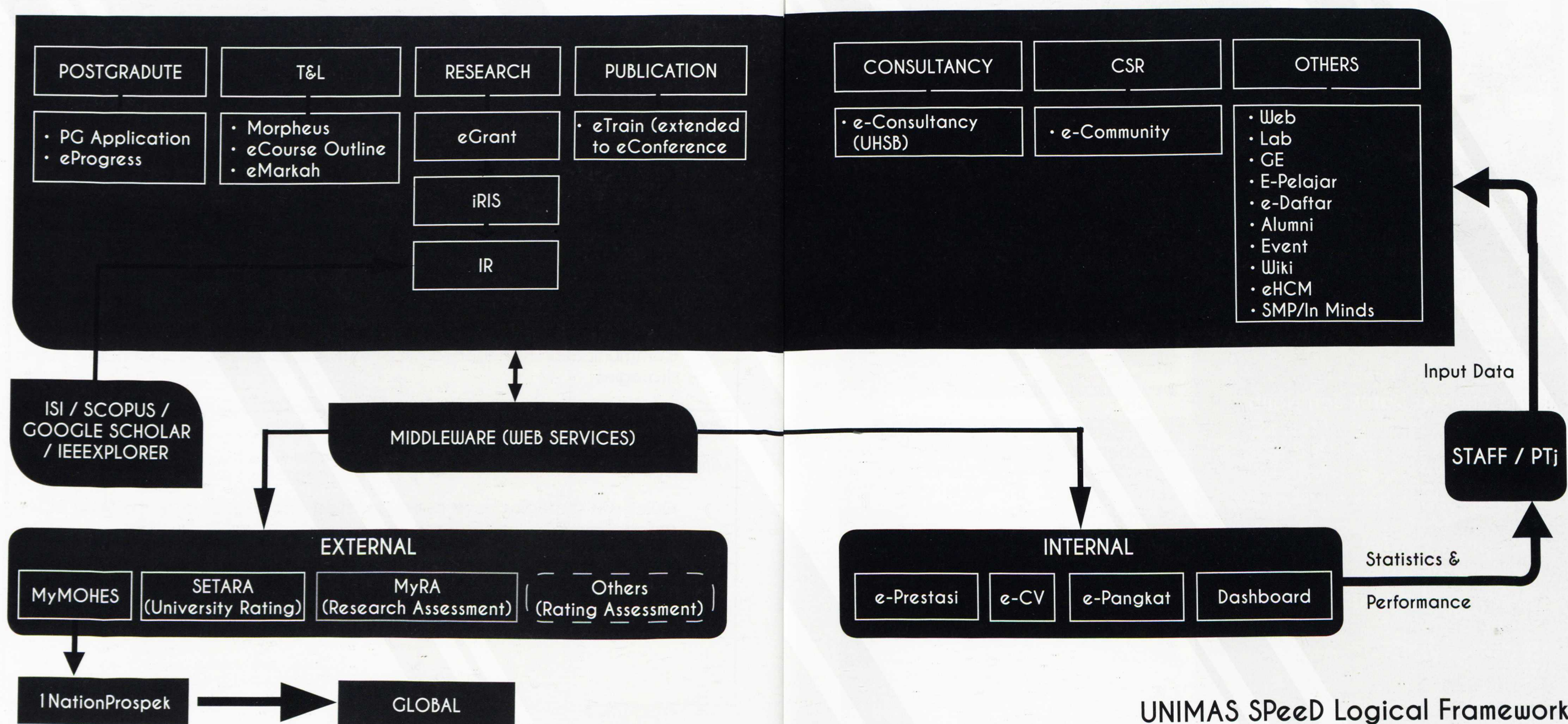
PART C: Governance of Transformation

To enable an effective KPI and performance monitoring, UNIMAS has established mechanisms such as integrated data system, and a performance dashboard system.

UNIMAS SPeeD is an application system that integrates all web database application systems at the university. It includes information related to undergraduates, postgraduates as well as pre-university student data systems, PPP, Alumni, Research, Finance and Personnel. UNIMAS Speed produce a data structure in a standard format an it is designed in alignment with according to the University needs.

This system plays a role in generating data centrally based on the needs of the University in general. Through UNIMAS SPeeD, the reporting of data, validation and verification arrangements will be simplified.

To ensure constant record keeping, a data versioning function will be added whenever data was generated before being sent to third parties.



UNIMAS SPeeD Logical Framework

Appendix 1: UNIMAS Strategic Plan 2016-2020

Formulating UNIMAS Strategic Plan 2016-2020

Universiti Malaysia Sarawak (UNIMAS) is the eighth Malaysian public university. UNIMAS was officially established on 24th December 1992, and it is the first public university set up by the Malaysian Government in the state of Sarawak, the Land of Hornbill. UNIMAS leverages on global and smart partnership networks, and they have proven to be fruitful as a strong catalyst in strengthening the university's prominence in the area of teaching and research. The increase in the university's community engagement projects and activities of late further demonstrates UNIMAS' strong commitment and focus towards sustainability of diverse and dispersed communities in the region.

On the 7th of April 2015, Prime Minister Datuk Seri Najib Razak launched the Malaysia Education Blueprint 2015 – 2025 (Higher Education) which sets the aspirations and outlines the direction of Malaysia's higher education institutions for a period of 11 years. The new education blueprint replaced the National Higher Education Strategic Plan 2007-2020 or PSPTN.

UNIMAS has begun the preparation to carry the transformation agendas and to determine the university's direction since November 2014. Since the beginning of 2015, various engagement activities and workshops have been undertaken with relevant stakeholders to develop UNIMAS strategic plan for 2016-2020 that can realize the aspirations of the new education blueprint.

A workshop with the University Board Members to discuss UNIMAS Strategic Plan 2016-2020 was conducted on 28th July 2015. The Vice Chancellor of UNIMAS formed a committee to undertake the write-up of the strategic plan document on 1st August 2015. On 10th August 2015, responding to the invitation by the Minister of Higher Education Dato' Seri Haji Idris Jusoh, the Vice Chancellor of UNIMAS presented UNIMAS Strategy Map 2016-2020, which was prepared in alignment with Malaysia Education Blueprint 2015 – 2025 (Higher Education).



"On the 7th of April 2015, Prime Minister Datuk Seri Najib Razak launched the Malaysia Education Blueprint 2015 – 2025 (Higher Education) which sets the aspirations and outlines the direction of Malaysia's higher education institutions for a period of 11 years. The new education blueprint replaced the National Higher Education Strategic Plan 2007-2020 or PSPTN."



UNIMAS Strategic Plan 2016-2020 was endorsed by the University Board of Directors on 15th September 2015. "UNIMAS Strategic Engagement Retreat with Board of Directors" workshop was organized from 19th to 22nd January 2016 to further deliberate on the commitments to achieve the targeted KPIs and strategic actions plans of all relevant business entities (faculties, institutes, centres, divisions, units) to realize the aspirations as outlined in the UNIMAS Strategic Plan 2016-2020. On 22nd January 2016, KPIs UNIMAS for 2016 were endorsed by the University Board of Directors. UNIMAS Strategic Plan 2016-2020 was officially launched on 3rd February 2016, in conjunction with the annual Vice Chancellor's Address.



Appendix 1: UNIMAS Strategic Plan 2016-2020

UNIMAS Strategic Plan 2016-2020 - Commitment to Excellence

The UNIMAS Strategic Plan for 2016-2020 outlines a 5-year path for the university to attain a set of aspirations, which are aligned with the Malaysian Education Blueprint 2015 – 2025 (Higher Education). These aspirations are expounded on the UNIMAS mission and vision in which it aims to become a premier choice for students and scholars to pursue knowledge in the region.

UNIMAS is strategically located at the heart of the District of Knowledge, Kota Samarahan, Sarawak. With more than 40 sub-ethnic groups in the state of Sarawak, UNIMAS stands to gain many unique opportunities through the rich culture, tropical biodiversity and immense natural resources at its distinctive location in Borneo. UNIMAS was established in 1992, to provide tertiary and continuing education for the people of Sarawak and Malaysia, and today, after 23 years of establishment, it has achieved many milestones which significantly represent its credibility as a key higher education provider in the region.

Four strategic foci have been selected to articulate UNIMAS' aspirations for advancements in the higher education industry. The emphasis for advancement are in these areas: excellence in education and training; excellence in innovation ecosystem; global visibility and prominence; sustainable financial portfolio.

UNIMAS STRATEGIC PLAN 2016-2020



4 STRATEGIC FOCI



13 COMMITMENTS



24 STRATEGIC INITIATIVES



"FOUR STRATEGIC FOCI have been selected to articulate UNIMAS' aspirations for advancements in the higher education industry. The emphasis for advancement are in these areas: EXCELLENCE IN EDUCATION AND TRAINING; EXCELLENCE IN INNOVATION ECOSYSTEM; GLOBAL VISIBILITY AND PROMINENCE; SUSTAINABLE FINANCIAL PORTFOLIO."



In the ever changing global demand for formal education and learning, UNIMAS continues to assess and validate its role as an important provider of higher education and training in South East Asia. Communities especially in Sarawak are not only diverse but also dispersed in many parts of the state, remote and isolated to a certain extent. There is a great need to understand, learn and preserve the communities' traditional and cultural values and practices. As a learning institution, UNIMAS plays a role in making sure these communities are not left behind in terms of development. Thus, developing sustainable research and activities for communities is crucial in addressing growth and developmental needs. UNIMAS academics, who have been educated and trained in more than 200 universities worldwide, are equipped with knowledge, skills and rich in experience, to innovate and design multi-disciplinary approaches to research and development, for the benefit of the society to become sustainable communities.

UNIMAS has always sets its goals to define, construct and undertake researchers which are relevant to provide affordable solutions to issues and phenomena affecting the society at large. UNIMAS consistently emphasises on active scholarship and intellectual discourse. The university remains committed to disseminate knowledge, experience and skills to local communities to ensure suitable contributions are put in practice for the well-being of people.

The tagline, "Sustainability of Diverse and Dispersed Community", reflects UNIMAS' interest and commitment in engaging with communities, both locally and globally, through teaching and training, research and community-driven activities.

UNIMAS acknowledges its position as an intellectual hub in Sarawak to spearhead effort to create, dissect, analyse, synthesise and disseminate knowledge to people of diverse and dispersed backgrounds throughout the region.



"As a learning institution, UNIMAS plays a role in making sure these communities are not left behind in terms of development. Thus, developing sustainable research and activities for communities is crucial in addressing growth and developmental needs."





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